

JOSEPHINE COUNTY INTERNAL SURVEY
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NARRATIVE ANSWERS TO OPEN-ENDED QUESTIONS

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Interviewers recorded verbatim. They have been corrected for spelling but not for grammar. Identical answers are noted in bold italics.

JOBHELP1

Do you receive the help you need to do your job right?

IF NO→

JOBHELP2

What help do you need to do your job better?

OPEN-ENDED. TYPE EXACT RESPONSE.

Actually I need more financial resources and labor resources. I see that our deterioration curve will accelerate in the near future without these resources. No that will do it.

Administrative consistency. You never get the same answer or the same guidance from any two administrators. And there's no clear path that the department is on. Or what they would like to accomplish.

Better direction.

Better instructions.

Better support by management and better working computer systems. I'd say better support just better support.

Funding. Well, I don't get the budget I need to do the job right. That's the primary. We all need help with our budgets.

It would be nice to be able to debrief with supervisors more when crises come up. And sometimes I think management is out of touch with line staff.

More clerical support, more protected time to return phone calls; type letters to community agencies and different community systems that require message for me. We see patients 99 % of the day. Other than lunch, they build in consulting time so patients are scheduled too frequently to do charting; letters to lawyer. So I work a lot of overtime without pay. SDSD is an agency. We have to interface with a lower supposedly to get flextime but we are so backed up we never get flex time unless you call in sick. It's difficult to take any flextime earned.

More direction from superiors. (P) No.

More employees, yeah, we've laid off at least 25 employees since I've been here.

More people and more resources.

More staffing, more training.

More staffing, there's minimum staffing; we need more staffing on the weekend.

More training, more and better equipment, support from the administration. I.e. the sheriff; more direction from the sheriff, and most importantly, secured funding for the sheriff's office as we are consistently going through layoffs year after year. That's about it.

Mostly, a better budget to have the manpower tools.

Need more personnel for the job.

Personnel.

Someone who talks to me and answers questions without being nasty.

That's a hard one to answer. I guess I really don't have a good answer for that right now.

Training, and more support.

Training.

Training. It's really the training you sort of get thrown at it; you are explained certain things but they are not in order.

There's a lot to learn. That's it.

We need more help. Well, for the amounts of people we see we don't have enough people to see them. No that it.

Well let me just long-term county leadership. No that's fine.

JOBMOTIV

What motivates you most to do a good job?

PROBE: pay raises, benefits, paid time off, special recognition, or something else?

OPEN-ENDED. TYPE EXACT RESPONSE BELOW

A challenge.

A feeling of wanting to do something for the community. Build a better community.

A long-standing work ethic I guess.

Ah I am a juvenile counselor and it is my work with youth that is my springboard. That's what gives me a feeling of satisfaction. No.

Ah, I would say special recognition. Ah, and our program director. She's just fabulous. She motivates us. She is why our program operates so well. That's it.

Ah, I would say the other category, those are all nice things, I couldn't take it just for the money it's the nature of the work that motivates me.

All of the above. (**4 answers**)

All of those things, I think. No that's pretty much covers that.

Basically, to serve the public (P) Pretty much it; desire to serve the public.

Benefits and paid time off.

Benefits and something else. That what I do makes a difference, a positive difference I should say. That will do it.

Benefits for part time employee, full benefits for pt time employees and pay raises. The very 1st thing is my own self worth is what motivates me most of all. No.

Benefits, county benefits you would say, ah don't think so.

Benefits. (**2 answers**)

Cause I like my job. You know and all the things that go along that you mentioned. No.

Customer satisfaction.

Delivering o f quality service. Recognition never hurts.

Doing a good job, job satisfaction, working in the woods.

Having the possibility of promotion or recognition or given a special assignment. That's it.

Helping children.

I am a perfectionist. It must be my internal design to do my job well. The pride in my products motivates me most.

I guess number one I like to do a good job but ultimately I am working for God not my bosses so I do all that I can do. (P) No.

I have a strong work ethic. The pay the benefits everything is good, I learned to work when I was a kid.

I have been a consumer and I understand the residents' point of view as well as the administrative points of view. And I have good communication skills that can help pave the way for the residents. I have been in a situation where my rights have been given over to a mental health system which I feel it helps me a great deal in what I do. No.

I just really like my job. I like the people. (P) No.

I like doing police work.

I suppose all of those but I don't know. With the kind of work I do, it's satisfying to help the citizens.

I think benefits and special recognition. Feeling that what I am doing is making difference. (P) No. That covers it.

I think it's the pride in the work I can produce and the help I give clients.

I think just personal satisfaction.

I think something else. I love my job and the best part of my job is that I can make a difference. I have to put a lot of work into it but I can make a difference and I see that difference every day. The other good part of the job is that my boss gives me special recognition where appropriate on a regular basis.

I think the clients that I work with. No.

I would have to say all of the above.

I would say I like to do a good job. That's just the way I am. I suppose it's part of my makeup, that's how I want to do it.

I would say other and I would say, feeling that working with the population that we work with watching them make changes in their lives for the better. Um, I would say also, feeling that what I contribute makes a different to the staff as a whole. No.

I would say the benefits it has for the clients I work with and I just like to do a good job.

I would say what I feel like to be a good servant to the public and still hold values of safety, morals, and being able to look myself in the mirror.

I'm just self-motivated. I want to do something good for the public.

If we had more support from the Union and a different feeling, attitude from the county towards part time employees.
 Only that, you're treated like they really don't care about. Whether you're here or not. Benefits are really lousy for part time. I had been both full-time. I had to back down because of my mother's health. No that's it because I love working for the county you know I like working with the public I have always worked with the public I like people it's just that the general attitude is really rotten toward the part time people.

It just my work ethic I would do a good job no matter what the case may be it gives me self-satisfaction. No. It was a combination of pay and recognition from co-workers that helped to put the pieces together and helped to finalize projects.

It would be something else just inner conviction. No that's fine.
 It would have to be something else. My own personal pride in what I do.
 Job satisfaction. Pride of ownership. Just knowing that I've done it to the best of my ability.
 Just a feeling for me knowing a job well done, it's personal and nothing else.
 Just doing my job. Well, I think I should do it regardless of what it is.
 Just feeling that I'm being of service--I like working with children.
 Just me, that's it. I prefer to do a good job--my own background, my own work ethic.
 Just my own personal satisfaction.
 Just my personal pride I imagine. (P) No, not really.
 Just personal stuff, just the work ethic.
 Just seeing the results of helping somebody.
 Just support of fellow employers.
 Just the idea that you're helping people, I guess.
 Meaningful work.
 Mine is really personal satisfaction knowing that I have served the public. No.
 Money is always good but I love doing it for the clients. Nope.
 My love for the clients that I'm serving. The parts that leave me burned out have nothing to do with the clients that I'm serving. It's coworker relations, actually.
 My own makeup.
 My personal belief is what drives me to do a good job, not a pat on the back, or that ties into the first question. I don't get paid what I think is fair. If money motivated me, then I wouldn't be doing this. If money were an issue, then I could walk across the street to the city police and make \$600 more a month than what I'm getting now to do the same job.
 My personal pride.
 My, I would say, actually, my supervisors, my coworkers, and myself.
 Myself.
 Not pay, no, I guess basically taking pride and doing it well.
 Paid time off and pay raises.
 Parents upbringing.
 Pay raise. (2 answers)
 Pay raises.
 Personal ethics, I guess you'd say.
 Personal ethics.
 Personal motivation.
 Praise, someone saying I do a good job once in a while.
 Probably the people I work with, my management team.
 Professional ethics.
 Professionalism.
 Public service and the benefits of the job.
 Putting bad guys in jail. Just helping people.
 Really, so they're not an actual category here. It not the money its the job and the people and having supportive bosses.
 Yeah. So it not the pay. Yeah.
 Recognition and pay raise.
 Reflection on myself and on the county (P) because it looks good on myself, it's a pride thing I guess, and it looks good for the county if I do my job well, and it makes me look good, too, productive.
 Respect of my supervisors.
 Satisfaction of knowing I'm doing a good job.
 Satisfying the customer.
 Self-satisfaction.
 Self-motivation.
 Self-satisfaction. I do it for me more than I do it for anybody else.
 Service in doing a good job. No.
 Service to my community. No that's the primary motivation community service.

Something else- gratification from helping others.
 Something else working with the people that I work with and that's children, watching their progress and growth. No.
 Something else, personal work ethic to do your best.
 Something else, personal work ethic.
 Something else, work ethic.
 Something else. Just my own personal work ethic and values.
 Something else: enjoy team of people I work with, enjoy serving they people I do, unit within the county has great teamwork and a common vision.
 Something else: personal satisfaction, I am like that about everything I do. No.
 Something else, assisting individuals in need.
 Something else, family of five, jobs scarce, motivated to satisfy employer.
 Something else, for myself.
 Something else, I like my job and to help people.
 Something else, knowing you have personally done a good job.
 Something else, satisfaction of knowing children are being treated fairly and they leave happy.
 Special recognition.
 Special recognition. Ah, the pay and benefits. No.
 Special recognition. I like it.
 Teamwork.
 That nobody gets to do anything unless I do my job, they can not get into the cells, I have to open the doors for them, they can not do their jobs unless I'm doing mine.
 That's the way I was raised.
 That's the way I'm supposed to do it and it would be unprofessional to do anything else.
 The benefits of seeing the children when they leave, meaning, leave our program.
 The clients I work with.
 The feeling that other people in the office that are concerned about the others success, and that we're the good guys.
 The health and safety of the client. Our clinical standards, which are really high. And also the standards of the other team members which are really high.
 The kids.
 The life change I see in our offenders is my motivation. That pretty much covers it.
 The people I work with. Not the other professionals but my clients, and the coworkers in my office.
 The satisfaction I get from doing my job well, and helping the offenders find a better life.
 The way I was raised.
 To best the best that I can be. No.
 To do a good job and secondary would be the pay but I do my pays worth. I like to stay busy. Um, no, personal satisfaction from helping others. And I get personal satisfaction from translating and that's it. Spanish I am bilingual.
 Usually, working with my consumers and seeing that I'm helping them.
 Well I like my job. Well, there's absolutely no special recognition for County employees. So basically, that's not a motivating factor at all, and the benefits get worse every year, so that's not a motivating factor at all. What motivates me is my own motivation to do a good job, and in my own department--I can't say for the county as a whole--management is very supportive for my office.
 Well to do a good job I am motivated internally but at the age of 52, I am a realist. And I know that I need to take care of myself, so I need to get paid for what I do well and I need benefits and that sort of thing. It's true, whether I get paid for something or not, I am going to do the best job that I can.
 Well were paid approximately 8-10 thousand less than other nurse practitioners were paid 1/2 to 1/3 of what physicians are paid and we see the same level of difficult y of patient and we supervise nurses we are not in management. Positions so we are not compensated even though we do management work. We did get a raise 3 years ago to get up to par but that has not been change I put copies of other practitioner pay rates in their boxes. We are paid slightly lower than other county employees at the time. There is no positive reinforcement, our managers are told to give us mediocre evaluation to ensure motive.
 Well, I do customer service, so it's being able to do a good job helping the public.
 Well, I do the best I can; it reflects on me.
 Well, I like the people I work with really well, and the job is varied, so it's not just the same thing every time.
 Well, I've always tried to do a good job and just the idea that I am doing what I should. No not really.
 What motivates us most is helping the people that I work with and helping the clients that I serve.
 Working with a good crew of people makes it easy to perform to the best of your own ability makes a job fun and rewarding and gives you a good sense of accomplishment. When working in a team fashion.
 Working with children and books, and it doesn't get any better than that.
 Working with the people.

MORALE

Overall, what could the County do to increase employee morale?

PROBE: not just in your department.

OPEN-ENDED. TYPE EXACT RESPONSE.

A pretty broad category--nothing comes to mind.

Actually, I think they need to make a better presentation to the public when they go out for a levy.

Ah to listen more to what we have to say as far workers. And apply that. Well its just that there are a lot of good ideas that come up from the work force itself that they could actually initiate into their program. Yes.

Ah, let the employees practice what they preach. In other words, I would, its communication skills that help break down the barriers, we teach these skills to the residents but sometimes we don't use them. That's one suggestion. Mental health I s doing things like having retreats with various departments where we can break down barriers so that problems between us don't become mountains. I guess not. Ok.

All departments so diverse, what might increase morale in my department will not affect others. Too generalized for an effect. Give dept heads more freedom in how they manage their depts.

Assure us our jobs.

Better communication between departments, sharing instructions.

Better communication. That pretty well sums it up.

Better fiscal management and less layoff.

Better open communications between management and employee without feeling that if you criticize you could be harassed or criticized for making any suggestions or comments. Feeling that the job that you're doing is of worth.

Boy, I don't know. If I had a few days to think about it, I can't think of anything. (P: we can come back to this question if you think of anything) Okay.

Boy that's a toughie, I don't really have a comment for me personally I feel well informed.

By allowing more input from the employees. (P) No I don't think so.

By not coming up with budget fiascoes, good word out to department--doing good job. Negotiate with union for better contracts.

Commissioners need to improve leadership.

Communication from supervisors to employees and more positive feedback from department heads to employees.

Develop a long-range vision for how they want the county to be, and go about implementing that goal and being consistent from one year to the next. They need to be able to articulate their own sense of values of county government. It's not always clear that they value the government that they work for, and I have one final thing: the idea they have about running the government as a business is not useful. Government is not a business.

Each year benefits cut more and more, some years managers get rewards and staff does not.

Everything is really good around here. I can't really think of a way to I prove it. Our supervisor is excellent. She is constantly boosting morale. Everybody is really happy here. So far we haven't had any low morale. (P) I had a personal problem at home and my immediate supervisor and her supervisors covered for me and were really thoughtful and caring and helped me take care of the problem. (P) No.

Fire the supervisor.

Gee whiz, well I don't know oh boy, I'm not necessarily talking about my office but I do hear scuttlebutt, I think that I think that some dept out there the bosses or supers don't care about how their employees feel. I know that's true. Nope.

Get rid of the dead weight. I guess I mean, people who've worked here for years and years and then get burned out, and start affecting people.

Get stable funding.

Give us more support with our dealings with other employees; increase communication between departments.

Good communication.

Gosh I don't have an answer for that. That might take me a couple days, I don't know.

Gosh. I think probably the easiest way is to keep everybody informed of anything going on the county, so we all, in effect feel, that we're all one. It's not a really perfect system.

Hire more people to do the job so the ones who are doing the job won't be stressed out.

How do I put this, if you don't do your job, get rid of you. That's it, I think outside the dept and inside the dept the public would be happier and so would the workers. No.

I believe that the county needs to empower its employees and not micro manage them. And make them accountable. And make them responsible for their job description. That's pretty close.

I can't see anything that really would because of the budget cuts but overall they do a good job.

I can't think right now.

I don't have an answer to that question.

I don't know having adequate funding would improve morale a lot. Being able to move into a clean safe building.

There is a mold problem in this bldg. That is affecting people's health and I don't think we should put our health at risk to do a good job. That's all I can think of.

I don't know how to put this in terms--get rid of people with bad attitudes and aren't team players. And better communication between managers and AFSME employees.

I don't know that is a tough one, I guess that in the collective bargaining effort mgmt could show more good faith and equity in dealing with negotiation. No.

I don't know, I've never thought about that. Let me think. I don't know. I just, I don't know.

I don't know. Keep us better informed of what's going on, because we don't know when they're going to have layoffs or what.

I don't think I can answer that.

I don't think I can answer that. I'm in one department I don't know the issues of the county so I don't think I can give a good answer.

I don't think they should allow affairs between supervisors and their secretaries. I don't think that's fair. It's a real problem here. The whole department feels that way. It is hurting morale.

I guess, just have better communication.

I honestly couldn't tell you. Get rid of the ones that aren't producing. That would boost morale.

I know a lot of people were upset with the increase of the problem with the health care expenses. Also, with the budget cuts, if there was another way--I don't know if there is another way--to save their jobs.

I really couldn't tell you. (P) No.

I really don't know. (2 answers)

I really don't know. I think it's an individual thing.

I say better fiscal management. People never know from year to year if they have a position. Dept heads and commissioners need to work as a team. Reintroducing merit pay for employees who go above and beyond. Open communication--making sure everyone knows exactly what's going on--no surprises. Some of the environments Folks have to work in are poor.

I think employee morale is not too bad.

I think it all comes down to compensation. Increasing the staff.

I think overall, better communication between supervisors and employees. I could probably sit down and write a list. I have to think. There's probably many things they could do. The biggest thing they could do with the relationship between the supervisors and the workers is--improve communication between them.

I think probably, correlate trying to say that having county agencies have a consistent agenda as far as employee, gosh, I can't think of the word. Start over please. Have all county employee offices or shops the same rules and practices when dealing with personal time off. That's it.

I think some kind of meeting where we talk about mission statements and I can feel part of the planning. No.

I think the biggest this is just to find stable funding for the whole county.

I think the county could communicate and provide training. They can concentrate on the larger picture they can do wage survey. The major thing now is communication. Morale slips when people are uninformed.

I think they are doing a very job (P) already good now.

I think, make sure that all staff is informed about things that are going on in the county, not just in their department.

I think, you know, getting, building some confidence in the budgeting process, getting some more money to make sure we can consistently do our job. And the employees with the lowest morale are the ones whose jobs are consistently on the block.

I thought the Christmas party was good this year, the best one we've had, a good opportunity to get the county together.

I would say communication, consistency, respect of one another within each dept. Off the top, I think that is what I would say.

I would say cut down on overtime. That's pretty much the major complaint around here. People get too much overtime and get burned out on their jobs. And in order to avoid that I guess we just need additional funding.

I would say in general that morale is pretty good. They could increase pay.

I would say successful staffing, to make sure there's full staffing, because short staffing causes low morale and a lot of problems. (P) No.

I would say to make us all feel like we are equal in the boat. I don't know if that would make sense to them. That we all feel that we are equal; just that it takes all of us to make things run smoothly, not just a few, but all of us. No.

I would say, allowing easy access to supervisors whether that's with the old-fashioned complaint box, just easy access so they can be heard.

I've never thought about it in that broad a spectrum. Just do the best they can with finances so employees are paid adequately and have good benefits. I think that's the most important thing.

Improve the way they communicate.

Improved communication, and also we a lot of times are given half information, maybe waiting until there's accurate information instead of rumors. I think the ratio of management to non-management seems excessive.

Improvement in the physical environment in which we work--Minimize meetings, spend more time with clients, less fanaticism about paperwork.

In general, boy, that's a hard one. Probably just the communication between the departments. I think those annual holiday parties do as much to boost morale as anything else. Maybe some kind of an employee newsletter.

Increase benefits.

It's create predictable stable funding. That's number one.

It's hard to say outside of my department, I'm really not familiar with those outside of my department. (P) I don't really see a great deal of room for improvement in department.

It's so hard because in our department. I can't speak for the county because I don't know how other programs operate. But I feel within our program, the morale is high. That's it.

It's so varied how can you point to one dept and cover it with a blanket. I think the biggest problem; well it's funding from year to year. They keep saying they will have to cut back 8 %. Prices are always going up. Sometimes you have to supply material goods and they you have to cut back on employees and that's not good for morale so you can't justify that moral by laying people off or the threat of laying people off. Yep, you captured it. (P) No.

Just make it more positive for part time employees, give 'em something to look forward to. You know, basically we have nothing to look for ward to, just our place of employment, that's all. No I don't think so. We have a great director. We do.

Just, better communication, maybe.

Keep us better informed about budget crisis.

Let people get away with too much--be more stern. Management needs to handle the problems and not the staff.

Let us know what's happening. Not have people whisper while you work.

Listen more carefully to employee concerns, public support or acknowledgment for work we do. There is tension between commissioners and that carries over to the departments. It is important to take care of communication difficulties with each other. Need positive and proactive response to critics of government and county services.

Listen to employee complaints about what is happening with morale; more open communication.

Listen to the employees more.

Lower the cost of our benefits.

Maintain the positions.

Make sure that they have adequate funding. Increase communication between the departments. And look at it more as a team atmosphere rather than "our department versus their department".

Maybe have more get together that the Christmas party--opportunity to do something all together.

More appreciation.

More involved in the work.

More pay. That is basically the morale problem with this county and we are no where near with other counties. No its seems money is the biggest problem.

My most important thing I've experienced in my work environment, and in any work environment is teamwork. I'm strong believer in that.

No answer at this time.

No answer. (2 answers)

None at this time. Work in supportive group.

Not be threatened with their jobs due to budget cuts.

Not cut health insurance benefits. I quote, "I took a page from the private sector and have offset increases in healthcare by decreasing benefits", treat part-time employees fairly and not as second class citizens.

Now you are asking me to think let's see; probably think probably higher wages would help, not let's leave it at that.

Oh lets see, gosh, other than having enough people to do the jobs that need to be done that is the biggest problem for us, is not having enough staff. No that's it.

Oh, boy. That's a good one. I think treat them more fairly, be honest with them. I think, you know, one of the main things is to treat them as a valuable employee and not something expendable.

Oh, I think, let's see; I think they need to promote what the county departments. Do in general I do not think the public realizes what the importance of what our departments. Do. And I don't know I work in health public health is so important, restaurant inspections. STDs, immunizations, the services we provide and what people would do without those. Restaurant inspections effect everybody. We all eat out. You want to know that the rest is meeting certain standards and without the funding it can go away and if we have a bio-terrorism we are not prepared for that staffing is low.

Okay, stabilize funding. Provide benefits to part-time employees. That's all.

Old style management they feel like they cannot trust their employees, management walks around to supervisor, takes away from employee pride.

Overall, compensate for skill levels, and moreover, have a consistent policy that doesn't change all the time.

Pay more money.

Public employee retirement system isn't, gosh how can I say that properly I am looking for the right word here. I don't know if we can rely on it or not, its up in the air right now. I don't know if the employee retirement system will be here when I retire or not. That would do it I think.

Stop cutting law enforcement that's what we need most and where we get cut the most.

Stop reducing benefits at each contract negotiation.

That a tough one--at this time I don't know a lot of it has to do with wages and benefits that would be a big morale booster.

That's a good question, I don't know, I'd have to think about it. I don't know. They've been doing a pretty fair job. We're kind of in a budget crunch right now, but they're doing the best they can with limited resources.

That's a hard one what if you can't answer that one I have no idea. I have no idea.

That's hard to say, but I've been very satisfied.

The commissioners could take a more active role with the service offices i.e., Ride along with patrol deputies, the commissioners, personnel director, sheriff could have more meetings with sheriff office employees. The commissioners and or sheriff need to seek out stabilized funding for the sheriff's office and most importantly, promote those on jobs performance and not upon political reasons. That's probably about it.

The leadership needs to respond in a unified and honest manner.

The only thing I can think of is let us know what is going on. Since the budgets cuts it's been very well. Let's see. The information is not forthcoming on what they plan to do. They are the department itself.

The pay isn't the same as all the jobs in the same category. Otherwise, they do pretty good.

There's lots of things you can do. Better pay. Better working conditions.

They do a pretty good job, and morale is pretty good--give us a raise?

They need to have credibility with their employees, good financial management would be important, of course, because at this time they're very concerned about layoffs. They can be open with their information and their communication and not try to manage stuff behind closed doors, and I think it would be good if they took input from their various departments, and tried to promote a working relationships between their various departments.

To increase morale we need to get a massage therapist my major was public health and there is a lot less sickness and people that are out when there is a place where a masseuse comes and a gym a nice gym.

Try to improve their communicate between departments. There seems to be competition between departments, I don't know if it has to do with money being divvied up bet depts. My guess is it has to be with money because we are a poor county.

Under the circumstances I would say probably nothing I just can't think of anything that would help with that.

Update the working environment. Just remodel some of the courthouse.

Very short newsletter that goes out quarterly to build community.

Well decrease the # of managers too many, without sound clinical training in psychiatry. These managers make decisions about the medical team without a medical background, some of them. General morale here is very low; people disappear and you don't know why. One manager who is head of support services is hypercritical and I think there is a class action suit against her--fired a lot of people. She demeans people. She's just her attitude has colored the attitude of a lot of other managers. In a bad way but she is a Jekyll and Hyde; she shows one side to management and another to the staff she supervises.

Well I suppose there is always so concerned about budget cuts in my position in executive services I am well informed and believe the county is doing a great job providing public services.

Well more money would always be good I think involving employees more in decision making not in my dept but in other departments. Some employees are unhappy that they are not involved in the decision making process. That's it.

Well we already have a couple of retreats here, which is designed to work on that. The only think I can think of at the top of my head at this site is to compensate the people who work here equally to what other employee who do the same type of job are paid at here in this county. That 'take care of monetary part'; you know it might be nice if there were periodic visits by the director. Of mental health just to keep in touch with everyone, there seems to be a lot of personal politics going on and that might take it away. People are political no matter what, just more personal.

Well, I think, going back to more recognition. When we had budget cuts, there were five secretaries in our office. Then we were down to two, and our supervisors wanted to give us bonuses but the County Commissioners said no.

Well, if there was more of a feeling of security. I think all of this budget cutting doesn't do anything for morale in this department.

Well, job security and to keep promoting teamwork.

What if I don't have one? I really don't know what more the county could do that is within the governing bodies control that they haven't already done. I appreciate that the county commissioners keep the employees in Josephine County informed through televised and other meetings about the daily business of the county. (P) No.

Where do I start? Let's see--we need more people. We're running a unit on about half the people we need to run it effectively, speaking specifically of a narcotics unit. We're seeing cuts in the state budget and we have a constant concern over the County budget and over the years it's been consistently declining. There are important cases and a lot of suspects that we cannot get to because of this lack of resources.

Work more as a team rather than as leaders and followers.

Wow, let's see, just communication amongst.... Maybe an employee's newsletter? I really can't think of anything else.

You know I think the county offers so much. I'm ecstatic with the benefits the county offers and couldn't be any happier, but I can't speak for all the departments. I think one thing is concentrating on the rehabilitative rather than punitive programs for offenders.

You think that's an easy question don't you. Here's my answer, to have a long-term plan so that have Josephine County resident citizens and voters better appreciate the services they receive. Yep, if we could do that we would be in good shape. (P) No.

CS1: The next few questions are about customer service....

PROBE FOR INTERNAL SERVICE UNITS: Please answer this group of questions referring to the other County departments that you serve.

CS6: What do you suggest for improving County employees' customer service?

OPEN-ENDED. TYPE EXACT RESPONSE.

A little more customer service training.

Actually I don't know if it could get any better. It is adequate, but I don't see if it could get any better.

Adequate funding.

Again respect of one another positions we work together as a whole instead of divisions. Again respond to requests from each department in a timely manner.

Ah gosh man; let me think about that one for a second, an established future in regards to retirement. And probably a well I don't know how to put this, I know that police officers get a better retirement and upper management too, over normal employees like road workers and mechanics. Police take their own risk by doing what they do, I don't think they should get a better retirement out of it. That will do it.

Always put yourself in the customers' place and treat people like you'd like to be treated.

At this point I don't have enough experience to answer this question.

Attitude adjustment about who we are and what we represent. A lot of times employees take for granted that we're a government agency and nothing is given.

Being professional, everyone being a little more professional. (P) No.

Better attitude, be more friendly and take the time to help.

Better communication. Professionalism is important, too.

Better hiring techniques.

Better or more education about customer service. Nope.

Boy, I don't even have a clue. It all seems to be going pretty good. I don't know.

Clear job duties, or to make clear the job duties, and provide direction for where the department is supposed to be going.

Commissioners need to improve their management skills.

Communication and involvement, input from me. (P) no.

Continual recognition of its importance, a reminder.

Customer service training. Right, maybe even put customer service training ongoing. That's it.

Depends on the department, type of work they do, and the customer they deal with.

Don't know.

Everything is fine right now.

First and foremost, more help. I see people in Records just stressed to the max. And it's hard as hell to be stressed and be courteous to the public. I've been there myself.

Follow our standards. (P) We, as parole and probation officers that we've got to uphold--deviation from that standard and we can be fired. Other county employees don't have that standard. (P) Hold people accountable for their actions, like we do our people.

Gee whiz, I guess it would be treat us more like a private business instead of a public feeding trough. If anybody reads that they are going to know that one is mine. Nope.

Go the extra mile do more than what you perceive your duties to be.

God, better communication between departments.

Good as it is right now.

Gosh I don't know I can just think of what we do and we do a good job, again having enough people to work at the county. No.

Gosh, at this point, I think its fine it works out well in the last week alone I have reached out as far as communication. I think that's wonderful. That's fine.

Have other department's open hours for citizens to come in without wasting time.

I am gonna say stay open during lunch break, the office hours, the public should be able to come in and do business. No.

I believe the major problem with customer service is that there is inadequate funding for line staff, or people who work with the public.

I can't think of anything. (2 answers)

I cant think of any suggestions I have always found to her dept and their representative to be accessible, but also very helpful in addressing any concern that I have had with that dept. Nope.

I can't think of anything in my particular situation.

I don't have a suggestion.

I don't have any comment.

I don't have any.

I don't know I guess training. Just some of our county employees need training in customer service. They just need training for everybody for general public or employees. I don't know how you get people to change their attitudes. No.

I don't know I think we do a good job here at the library, the other county services, I have no idea. No.

I don't know if I have one. I guess I have to pass on that one.

I don't know just more communication. Just sometimes when you call another dept for information you get different stories and you are not sure which is the right one. Well for instance I called finance on our new time sheets and two different people told me two different ways to do it. No.

I don't know. It has to do with attitude and motivation, keeping them motivated.

I don't know. (3 answers)

I don't really think anything could be improved there.

I don't really think I have an answer there. No more than what I already said. No.

I guess I would somehow I would make it part of the culture of the county that all of the employees, no matter what their level are encouraged to use stress management techniques. That is what I see when I see problems is that person is stressed. No that would come true the culture of this place would change a lot, the whole county. Yeah.

I guess there's always room for improvement. I guess increased training.

I guess, listen to the community.

I have no idea. I don't know.

I haven't dealt with many of the county agencies, so I don't know.

I really don't know.

I think better definitions of the responsibilities of the departments.

I think it's a morale issue. I think, I guess what I'm thinking is for employees to be more confident in their job duties in serving the public.

I think one of the bigger things is that the front office is closed during lunch hours. Most often, I think they do pretty good.

I think the biggest problem with county customer service is the lack of funding, which leads to lack of employees. Some county offices are not open normal business hours during the day.

I think whoever runs the department has to establish the statement, the mission statement of what the department has to do and then help to see that that comes to pass. (P) No, most of that would come from immediate supervision.

I would say easier access to personnel. It's often difficult to get in touch with personnel. Maybe, well, sorry that's it.

I would say more staff, because we're really understaffed.

I would say that select other department treat other departments the same way they try to treat the public. No.

I would urge supervisors to seek input from the public. That way there is a known accountability.

I wouldn't have any idea.

I'd like to see a little more community outreach, so that they could see what we actually do.

I'm not sure about that.

I'm not sure of the answer to that. To keep the community aware of things and that their opinions are appreciated. No.

Improve communication, more face-to-face communication rather than e-mail.

It's miserable when our dept is trying to fill a position with the personal dept. They have lots of hoops for people to jump through and that's frustrating. It's frustrating to work with whoever is in charge of maintenance. Sometimes it's a maintenance issue but the maintenance department says it is not our job. It's those little nigley things that get in the way of us doing our jobs the way we should be doing them. That's good enough. One more, dang it I wish someone could fix my computer when it needs to be fixed. I can't do my job without a functioning computer.

Just publications in the newspaper.

Just the availability of more time with the clients we serve.

Just to be better informed about the rules for the county. (P) I'm not sure how to answer that right now (P) as far as the public is concerned, because sometimes we are privy to what's going on with layoffs and stuff and the public is not.

Kinder attitude, do not be immune to peoples needs.

Law enforcement tax base completely and totally detached from the county that would get rid of the problems that concern the survey and county. I feel that the sheriff is an elected official and he should be able to manage his money for law enforcement. That's it.

Less management more care providers to provide direct line care to consumers in need. The budget I s so tilted a lot of the county budget expenditures are directly to management salaries instead of care providers to consumers.

Disproportionate number of managers, they only cut one and we are going to lose 10 of our care providers so what does that tell you.

Less overtime, people get very annoyed very easily when people work too many hours and they're not sleeping enough.

Lower level employees communicating amongst themselves.

Making people available to answer questions on a timely basis; that's it.

Maybe return calls better.

Maybe training in diplomacy--how to deal with the public more.

More available when dealing with the public.

More cross-training and training in general.

More emphasis by senior management on the county core values and guiding principles. No, there's a lot in those values about guiding principles.

More employees.

More employers.

More honesty within the units.

More information dissemination.

More manpower--it's just because they're understaffed, like the whole county.

More staff and more hospitable environment for clients to come into. Our physical building at the health dept in grants pass is the toilets don't work efficiently, they have had a mold problem that they tried to fix but it just doesn't not very pleasing for the public to walk into because it is so run down and small. No. I think it is embarrassing. That's all I have to say.

More staffing.

More training for our employees who have more direct contact with the public. No that will do training that's the issue.
 More training in that area.
 More training.
 No answer at this time.
 No answer.
 None at this time.
 Not sure at this time.
 Nothing.
 Probably a program of team building and synthesizing, being aware of issues the public might have with policies and county procedures. That's it.
 Probably by building morale.
 Probably just, more qualified personnel.
 Public departments get hardened to the people; staff needs to be more polite and gentle, no run-arounds.
 Recognition of excellence.
 Reduce paper work.
 Right now I don't have anything; everything that I've seen so far has been excellent.
 Some information that explains funding, this county has lowest taxes in state, track statistics and services having to do with tax levies.
 Sometimes better phone training, communications, and better knowledge of interdepartmental working.
 Stay with humanness and logic, rather than rhetorical and nonsensical, dogmatic County format.
 Take it to the public, public needs to inform us if necessary.
 That customer service isn't just for the public but for employees as well.
 That really is a leadership function, and I don't know. I feel that we emphasize that in our department. And that's a factor of workload, and if we don't have time, than we can't serve them excellently.
 The burnout of women in Personnel--they're horrible to people, and I'm not the only one. It's just the resounding theme.
 There's so much. We have--probably better communication of policies and procedures in each department, and changes. And an updated phone list. The one we have is out of date. A job description of the responsibilities of the people in the unit, so we know who to contact.
 They need to be more polite.
 To just be out there to promote more for ourselves to educate the community.
 To make sure we have adequate staff to cover the workload. I don't think so.
 Tough one. I don't really have an answer for that.
 Training, supervision, accountability; manager should follow and hold their employers accountable.
 Training.
 Treat people the way you would like to be treated. (P) No.
 Truly doing customer satisfaction surveys and acting on the results of those surveys. Provide feedback.
 Understaffed.
 We already have excellent service I can't think of anything.
 We don't have enough staff to respond as quickly as people think we should.
 We get a lot of complaints about other departments being snotty, that they're not helpful, um, that's basically it. We just hear about their attitude.
 We get a lot of phone in complaints or requests or we get a lot of telephone messages and to me it's very imp that every message gets a return phone call every day. The day the message comes is the day you need to make a return phone call. Not that you are going to resolve the issue but set up an appointment to resolve the issue you need to make a phone call the same day it comes in.
 We need to raise the emphasis that customer service plays in everybody's jobs, both internally and externally, which includes everything from the hiring process, the transfer and promotion process to performance appraisals and annual measurements on how we are doing. Okay, yep.
 Well, a little bit more staff we are understaffed and that creates tension because you cannot tend to everybody standing in line. Well we all have a lot to do so that adds to the tension. Sometimes over tasked, that's it.
 Well I don't know. We are not in contact with other departments.
 Well I think an improvement would be to have Mondays off and have the county open on Saturdays and that way, the community can use the county on the days they have off. See we're missing the boat aren't we. Nope that it.
 Well I'm relating this to my office our hours have been cut due to lack of people and amount of work if we are going to increase our service we would need to extend our hours. We have a great office here.
 Well, I don't really have any suggestions.
 Well, I think if they like their job that would improve customer service. That's pretty obvious. A little more flexibility, well it could go either way sometimes there's not enough or too much flexibility meaning too much red tape or not enough red tape. I don't think so.
 Well, I think it starts at the top with their department heads. They need to get the good message from their department head in order to get responses to the public. And responses to the public need to be fair and not show bias or favoritism.
 You know. I don't have any suggestions.

JOCOSUGG

What suggestions do you have for making the County more efficient, more effective, or saving money?

PROBE: The county overall?

OPEN-ENDED. TYPE EXACT RESPONSE.

A lot of money that goes toward indirect services and how those costs are assessed; cheaper to purchase some of those services in the community rather than the county; most county departments are efficient and effective despite limited resources.

Adding more county supervisors to increase representation throughout the county.

As a citizen, I cannot answer this question unless I view each and every department.

Be less political. No way to save money, there is enough.

Benefit from county manager, have board of commissioners as advisors.

Better allocation of funds between departments.

Better funding for programs not dependent just on tax dollars. I think there should be a state sales tax to help out with funding for local government. And a better use of lottery dollars to help funding for local government schools and other government programs.

Boy, that's a tough one. Personally, they should promote volunteerism. If people don't want to pay higher taxes, then they could help with their labor.

Boy. It's really hard right now. People are keeping their wallets closed; I guess just being more efficient with the funds we have.

Commissioners should quit issuing themselves raises.

Communicate better with the public.

County could be more efficient if commissioners provided better leadership. Lack of continuity.

County Government needs to be ran more like a business. Yeah, that's it.

County pays well for area. When union pushes higher and higher it costs us, detriment to salary.

Cutting down bureaucracies. It gets to the point where there are too many Chiefs and not enough Indians, and the Indians are the first to go.

Cutting unneeded departments and focusing on what the citizens want.

Do more advertising about what departments offer to create more interest in public.

Don't really have any.

Dump the unions; treat it more like a private business. And the concept would be if you work you get paid, if you don't work, you don't get paid. That's it.

Find alternative money issues, more cost effective spending.

Finding more--seeking more revenue sources, besides property taxes. It costs money to run the government, and people don't want to pay for it.

Get a business plan, not run it like a 'good ol' boy' system, hold them accountable for the money they spend (P) they do that and they would be in good shape.

Good question. Better communication between the departments would make them much more efficient. The different departments have to at times to the same job twice. To save money, I believe management needs to experience the same kinds of cuts that union employees do.

Have put less money towards health issues put more money toward the county as a living business or as a place to live. We have a lot of special needs people that ride the system and our county does a little to exclude people who are abusing it they were to get some of these people to work on their own, they would be tax payers not using the money. That's it.

Hire a professional county manager. Nope.

How much space do you have? Boy, that's a hard one to explain, overall. There are so many different ways that it can be done, you know. I think basically, just work smarter at what we're doing. There's some excess stuff that can be done, that can be shaved, but it's hard to put my finger on it. I think just look for what's needed rather than what some people think they need. We need to get away from the 'good ol' boy' syndrome and get back to what's needed for the people.

I believe they need a manager. I believe that the responsibilities are diffused among the board members and it needs to be centralized.

I couldn't begin to tell you.

I couldn't tell you this is the first time I have ever worked in county government.

I don't have an answer to that.

I don't have an opinion at this point.

I don't have any off hand.

I don't have any right now.

I don't have any specific input to that.

I don't know everything's linked. I think it would be public involvement on decision-making.

I don't know how they would do that.

I don't know how to answer that. I'm sorry.

I don't know. Overall they do the very best that they can. (P) No, I don't think so. I think, with the resources we have they do pretty well.

I don't know. (4 answers)

I don't know. I guess maybe the tax base. We have dwindling funds.

I don't know. The only thing that comes to mind is making surveys written so that you have time to think about them to answer. No, no, no.

I don't really have any.

I don't really know. I'm not a real politically inclined person, so as far as making suggestions, I don't really know. I'd have to think about it.

I don't think there is any way to save more money so I would like to see some tax levies pass and that goes back to the promotion issue, highlighting the departments. And what they do. Maybe they need to have a professional advertising team come in. They probably don't have the money for that. I don't have the answers for this. No.

I don't think they could save or cut one more thing at all. I think the County could do a better job of educating the public about the functions of the various departments, and what services they stand to lose if they're inadequately funded.

I don't. Nope.

I don't. Not without thinking about it for a couple of days.

I guess that would be hiring personnel qualified for the job. The biggest problem I've had is uneducated personnel. We have people in government that wouldn't be making it anywhere else.

I have no idea honestly I don't.

I have no idea, I really don't I'm sorry, haven't really thought about it.

I really can't speak to the saving money part, but again going back, the stable funding part.

I really don't know.

I really know how it would be made better. I don't know what to do, really.

I think better cooperation between the elected officials, and a county manager; they need to prioritize services for the public.

I think having an accounting manager, having a job analysis by independent consultant for each department. Ah, I would say that's it those two things.

I think more awareness to the people we have a high number of elderly in the community will need to be educated about what's going on. There's time that the citizens come up to us and complain because they think their taxes are paying our wages which just shows they need to learn how the economy works.

I think something more planning for the future; sometimes I think we are responding more to something that we already should have. (P) No.

I think that every job deserves a review, and if they had a review in the county of how we do business, then that would be very productive.

I think that the broader spectrum needs to be looked at. Pretty much the long-term goals of saving money need to be looked at. Employees who work overtime all the time cost more than additional employees.

I think the most imp thing would be standardization of dept policies and I think the way to do that is to hire a county manager to provide continuity and standardization. Yes. That's it.

I think they could do a lot better job than what they're doing. I don't think they listen to what the public wants. I think they spend money on things that are unnecessary. Are you familiar with the 'good ol' boy' network? I think that's what we have here.

I think we should go to a, instead of commissioners, is have a county manager, somebody who understands budgets and government. All it takes is getting elected to be a Commissioner. And prioritize because that's something the commissioners never do.

I think what the county should and could do, is project itself as government so that folk understand that there's value in government and purpose in government.

I would do away with county commissioners and hire a county manager.

I would get rid of the commissioners and have an administrator. (P) No that's plenty to start with.

I would like to see a county manager.

I would say, listen to some of the committees that they formed to ask questions and then do nothing about the suggestions. No that would be it.

I would say, increase cooperation with city government. Problems seem to arise whenever we try to do something jointly with other agencies.

I'd like to have County Managers rather than Commissioners. The Commissioners seem to have their own agenda. I'd like to see the Illinois Valley get more consideration.

I'm not quite sure of the answer; maybe trying to get more of the community lay people involved in the imp issues of the county. Maybe in the paper, radio, ask the people to come, more advertising and encouraging citizens to come to meetings. No.

If in fact we are cutting services, we need to not reinstate the program with the same people. Maybe there are duplicate services that are done by both city and County. So maybe working together. Maybe having a County Manager instead of Commissioners.

It would be good that the county commissioners get along, get along and work together as a team other than that I don't know any other specific things they could change, because most of this stuff is state driven as far as changes at all. Just checking just to make sure they have quality people working, and I believe they do.

Just, if we can more federal funding.

Keep on keeping on treating people, as you would want to be treated. Well more outreach it's a constant need, and clear communications and time to balance the various points of view that are put forth. That's it.

Law enforcement levy.

Less Chiefs, more Indians philosophy.

Less classes available to employees or less spending on--I don't know how other departments run so it's hard to say overall; less lunches. They have occasions, big occasions with management meetings when they buy them lunches. Cut back on management. We have too many managers.

Less management.

Let's just leave that question for a minute here's the answer, um, more responsibility change to sheriff dept to recognize the role they can play in being more efficient and effective and the resultant benefits to the county.

Number 2 would be the consolidating of city and county services that are duplicates. That would be my answers.

Listening to the people, putting surveys out in the population.

Look at top positions. Do we really need high technology or more staff? Do not post upcoming events, not informed.

Managing their money. That's a big one right there. Just stretching their money to cover everything. I don't know.

Maybe more publicity for measures, such as 28. To show the consequences of what happens when those measures are defeated. That's it.

More democratic decision making more skillful managers but fewer managers, I don't know if you heard of the reverse pyramid model but we are too top heavy in mgmt and not enough support services to help the community. Nope.

More honesty on occasion.

More involvement and communication with the community, figure a way to get the public involved. Limited funds for media.

More involvement with staff and their work.

Need more experienced people running the government, need those trained in running a government. Need a sales tax to provide more money too many managers per laborers need expertise in finding out what's inefficient, train people.

No answer at this time, need bigger picture.

No answer at this time. (2 answers)

No answer.

No comment at this time. I really can't say.

No comment. (2 answers)

Nothing comes to mind.

Oh gosh, that's a hard one. Gosh, just better accountability of upper management. That will do it I think yeah.

Oh man this is my golden opportunity. Again I want to reiterate with regards with an Ind. Tax base for law enforcement with that there would be a whole lot less infighting between departments.

Oh we have no money to save with our levy possibly passing or not passing, so possibly a sales tax if we cant get it from the voters.

Okay I'll put some thought into it here. I think that the county commissioners could serve the county better by making decisions, making daily decisions in a more direct way. Instead of delegating those decision to task forces, committees, and other recommendation groups. From the citizens perspective this only leads to delay in decision making and creates the appearance that the county governing body is not as efficient as it could be. And that's it.

Okay, let's see. I think there can be some consolidation of services. Department heads are too busy building up their depts. And don't work well with other departments. Let's see, boy, I think there's... better communication is needed in some administrative functions that departments are required to do. I.e. risk management, reports, accounting issues, purchasing of major equipment. An idea I think that the BD of county commissioners should seek input from other department heads when reviewing a department head. I can't think of anything else right now.

One suggestion is to do away with the TV channel that they have.

Other than just get the corruption out of there? I don't know beyond that.

Pass the levy. The biggest problem we have is that the county tax base is ridiculously low.

Probably going out more to the outlying areas and listening, and responding to their needs.

Probably learn to spend the money wisely. Ah not that I can think of.

Probably we need more public relations. For the public, make them understand what they're getting for the money because we don't have the public on our side right now.

Reduce paper work.

Save money by not being so managerial heavy.

Saving money; well in my opinion there is too much mental health; it has just exploded here. All of the money goes to them. People come across the border to have a baby, and we have to pay for it. Too many people get a free ride off the government. People should slow down and see that many people who need help can't get it. People think they can have a bunch of kids and get welfare. It is not fair for people who live here all their lives and need help and can't get it, and it irks me.

Secure more grant money.

Sharing computer software so that when you enter it in one place it is shared so that it does not have to be entered twice.

Sticking within the budget more.

Strong leadership.

That's a tough question. Ok, let's put this the Josephine County commissioners need to make tough decisions on prioritizing and funding vital county services. Ok, let's just do that.

The same answer as the one earlier about communication.

The Welfare and Oregon Health Plan/Welfare, are you ready? I really think that in order for folks to get benefits, not kids but adults in the system getting welfare, in order for them to pick up check, they need education program on parenting because their kids are going to follow in parent's footsteps. Sit through your course on parenting or also work, reform, actually work. There is lots of jobs in county--litter to be picked. I don't believe everything should be a free ride for folks. In schools, if students are expelled or suspended that it mandatory for them to be known. In...parents do parent.

There again, I think it starts at the commissioner level and a lot of that is being on the same page, well, the commissioners would be a lot more effective if they were going in the same direction. What we have are a variety of departments being pulled in different directions. I think their credibility with the voters and the departments are the main things.

There just a little top heavy--lot's of managers and not a lot of workers and the way they spend money isn't always wise. That's about it.

They could better prioritize where the money goes.

They keep spending money on the same ballot measures that get voted on again and again and I think they need to rethink how make it. When they put a measure on the ballot they need to think that measure through so they educate the public well before they make it a ballot measure. I don't see a lot of education going out to the public, especially around election time and I believe the public doesn't mind paying for services if they can see how they benefit from services.

They need to create more money with a tax base or levies. They need to create more money. (P No.

They need to just cut out the waste, and less management.

They need to quit playing politics with the citizens and the money they vote to use. They threaten to shut down departments that the citizens want unless they approve money for other projects. Which is somewhat like blackmail. They need to bring in industry so that the county won't be so poor, so that there will be more jobs, less unemployment and less social services needed.

To not exceed their budget, to cut back things that should buy--the cheaper things or more economical prices.

Well being a maintenance person they need to stop the process of deferred maintenance they need to start taking care of their building. And capital projects. It all revolves around having money and we don't have the money that's it.

Well I know the big thing is about eliminating waste. So finding better ways to utilize our time and money by using products and services. Great, that's it.

Well that's a hard one just do continue doing quality work to serve the public for their better need. No.

Well, I feel like what they're doing here is a waste of money because they aren't going to change anything. They're only going to hear what they want to hear. I don't think this survey is going to change anything. That's just my opinion.

Well, to have priorities, to set priorities. And then fund according to the priorities. I don't know.

When it comes to law enforcement, the public has shown support and willingness to fund, but time and time again, the commissioner's office has attached other entities to law enforcement in efforts to obtain funding that would not otherwise be approved by the voters.

You just never know. They just don't inform you of what the possibilities are until it happens. I have worked here so many years in so many departments, and it's a good group overall, but there's a big disparity between union and non-union employees. The union people receive fewer benefits compared to non-union employees. It puts a wedge between. It used to be one big happy family but now it's them and us.

You know that is really sort of a detail question and without doing a survey of what is going on financially. We have gotten ourselves in a lot of problems thinking they can solve financial problems with blanket solutions. And blanket solutions just tend to cause more problems, so I guess its important to get in, a look at the way details look, to take a narrow look at all the details while taking a global look; that is how you will get the answers. And they will never stay the same. They will always be changing so you can't lock yourself into a blanket answer.

You know that's one I just can't answer. I don't know. But job security is a big problem with everybody around here.